# Strategic Research Roadmap Update

## Mark Robershotte
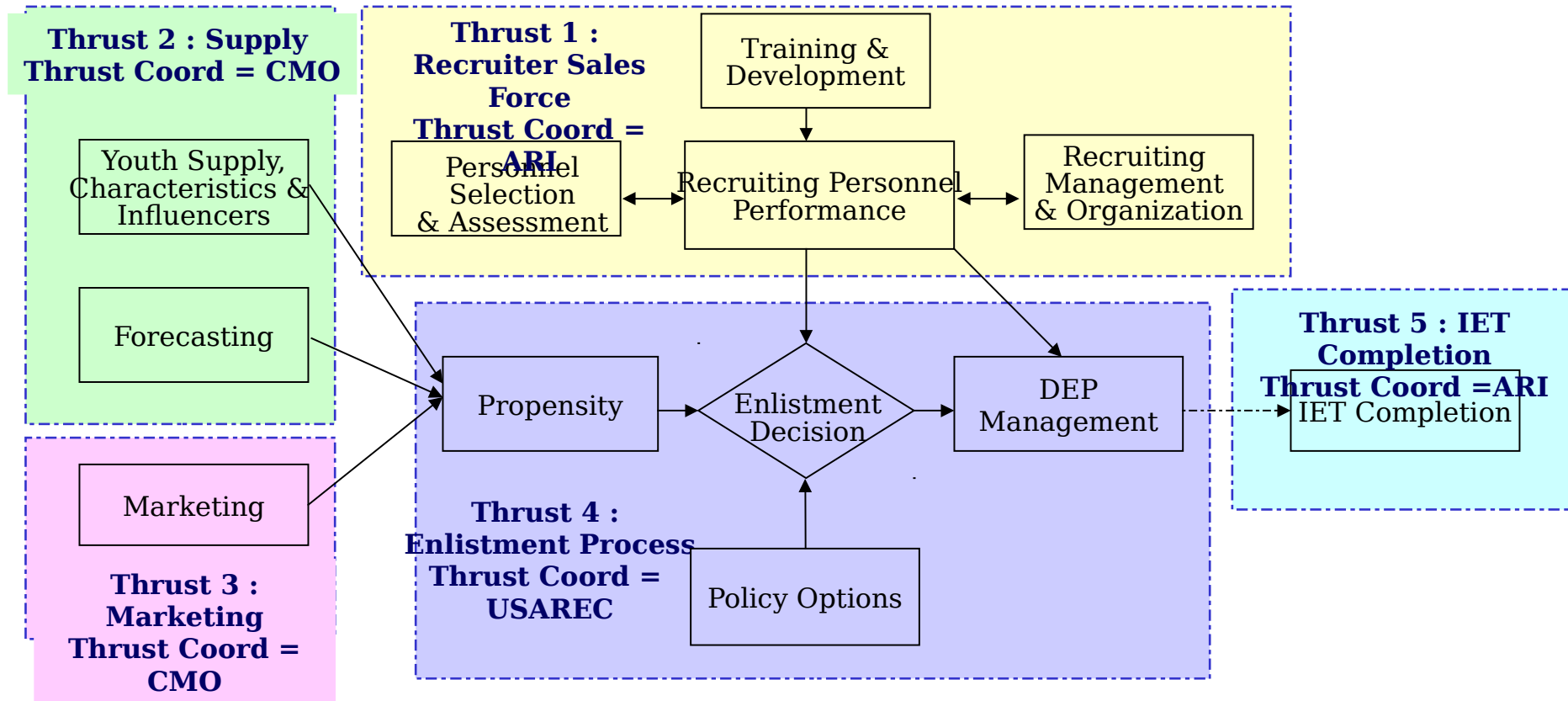## Mary D Zalesny
### Pacific Northwest National Laboratory

**Recruiting Research Consortium Meeting**
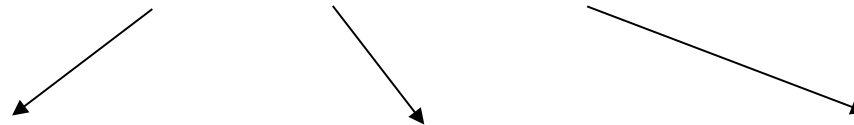**25 January, 2001**

# Recruitment Research Model
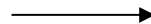
# Contemporary Recruiting Research Model

## Recruitment Context
- **External environment**
- **Organizational characteristics**
- **Institutional norms**

## Recruitment Activities and Decisions
- **Recruiters**
- **Sources**
- **Vacancy characteristics**
- **Administrative procedures**
  - **RJPs**
  - **Timing**
  - **Expenditures**

## Recruitment Processes
- **Self-selection**
- **Time-related**
- **Information-related**
- **Post-hire adjustment**
- **Interactive**
- **Individual differences**
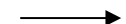
## Recruitment Outcomes
- **Pre-hire:**
  - **Perceptions**
  - **Intentions**
  - **Behaviors**
- **Post-hire:**
  - **Attitudes**
  - **Behaviors**
  - **Effects on Insiders**

# USAREC Strategic Objectives

- Connect with and invest in America's youth to inspire service in the Army.

- Strengthen relationships and capitalize on the use of partners in recruiting to promote America's understanding of its Army.

- Enhance USAREC's marketing, communications and research programs to achieve long-term success.

- Advance and expand recruiter support to continually increase recruiter effectiveness.

- Improve recruiting processes and adapt state-of-the-art technologies to revolutionize the recruiting system.

- Substantiate credible, accurate and valid resource requirements to consistently secure full funding.

# Recruiting Research Roadmap Decision Process



Review ARI Model Research Questions

Review Other Model Research Questions

Support Recruiting Objectives?

No

Are They Important?

No

Yes

Yes

ID Gaps and Overlaps

Is Info Available?

No

Yes

Best Way to Develop Important Information?

Where, What form?

Scientifically Credible?

No

Yes

Utilize

Literature Review

Experimental Study

Field Study

Survey

Model, Simulation
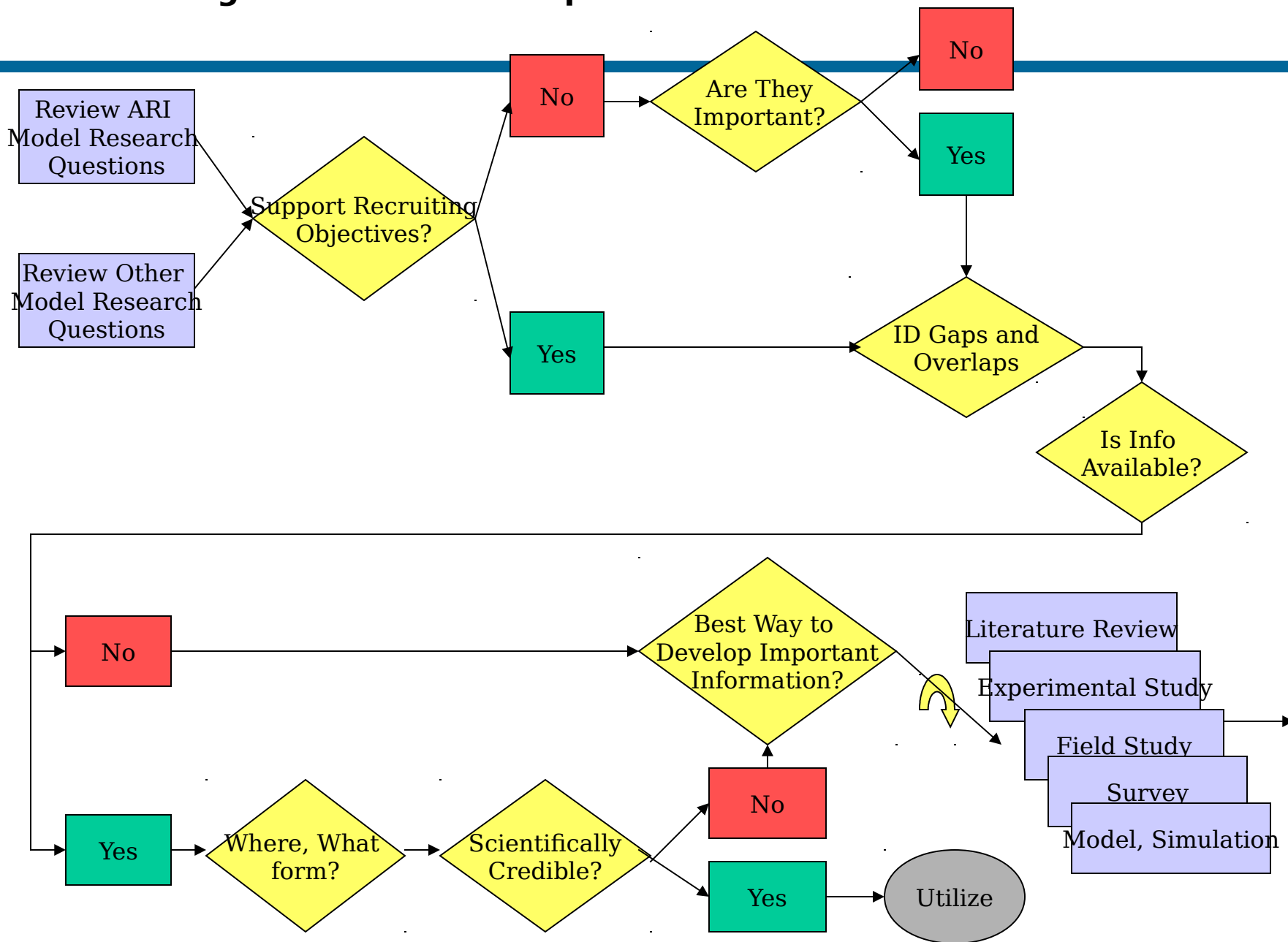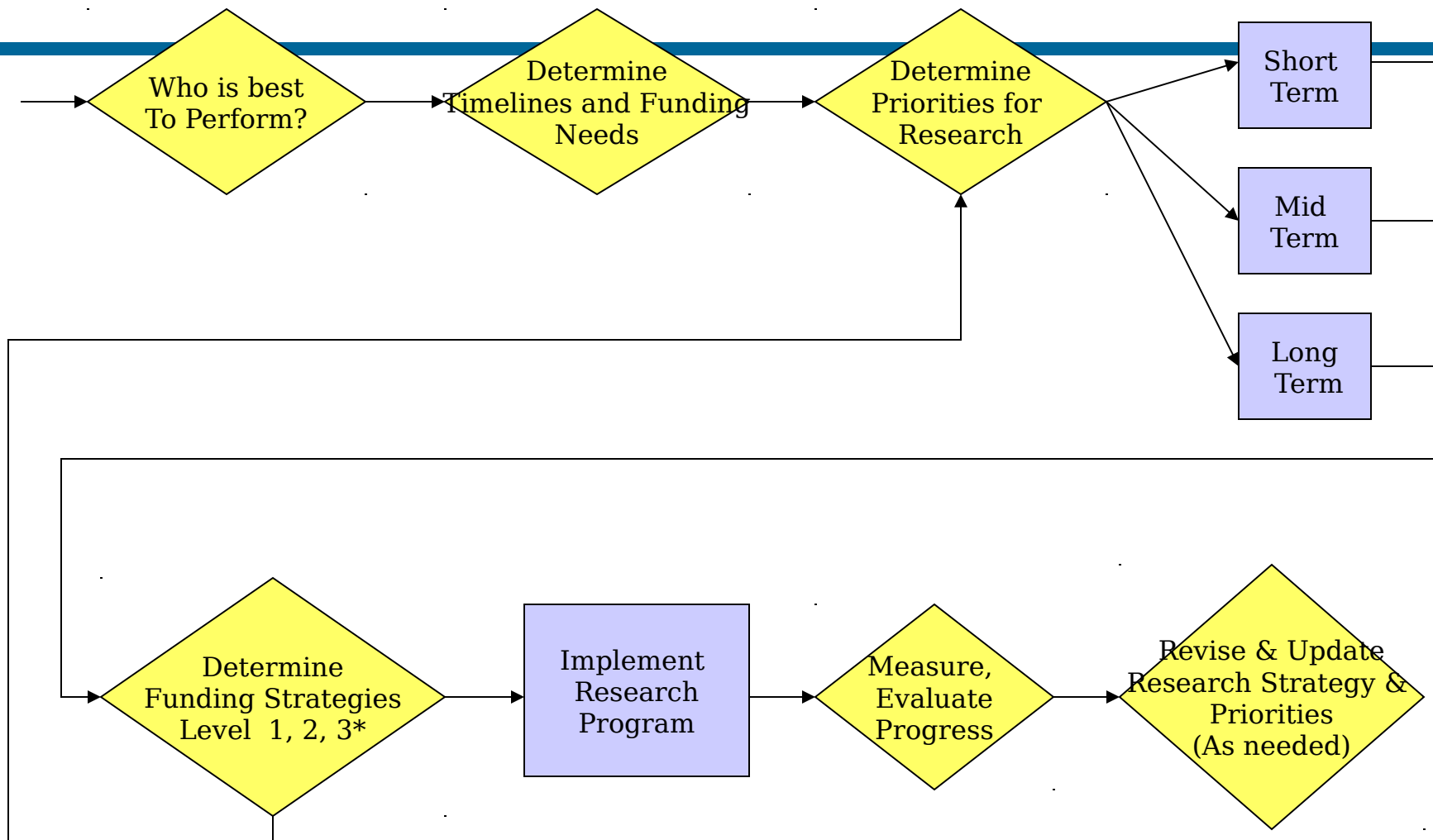
* Level 1 OMA/OMAR (CSAG) Short term

Level 2 FFRDC (1-3 years out) Mid Term

Level 3 Program 6 $ (2+ years out) Long Term

# Recruiting Research Model

**Thrust 2 :**
**Supply &**
**Demand**
**LM = CMO**

Youth Supply,
Characteristics
and Influencers

Forecasting

Non-traditional
populations.

**Thrust 3 :**
**Marketing**
**LM = CMO**

Marketing

**Thrust 1 :**
**Recruiter Sales**
**Force**
**LM = ARI**

Training &
Development

Personnel
Selection/
Assessment

Recruiting
Personnel
Performance

Recruiting
Management
Organization

Propensity

Enlistment
Decision

DEP
Management

Policy Options

**Thrust 4 : Enlistment Process**
**LM = USAREC**

IET Completion

**Thrust 5 : IET**
**Completion**
**LM=ARI**

Retention

Key

■ = Research Overlaps
■ = Research Gaps
▫ = Additions to original
  Recruiting Research Model

# Overlaps between Models

- Recruiter training and impact
- Cost effectiveness of approaches to attracting applicants (i.e., recruits)

# Recruiter Sales Force Training & Development

# OVERLAP

## RRC Research Question

- How can the content of recruiter institutional and sustainment training be determined
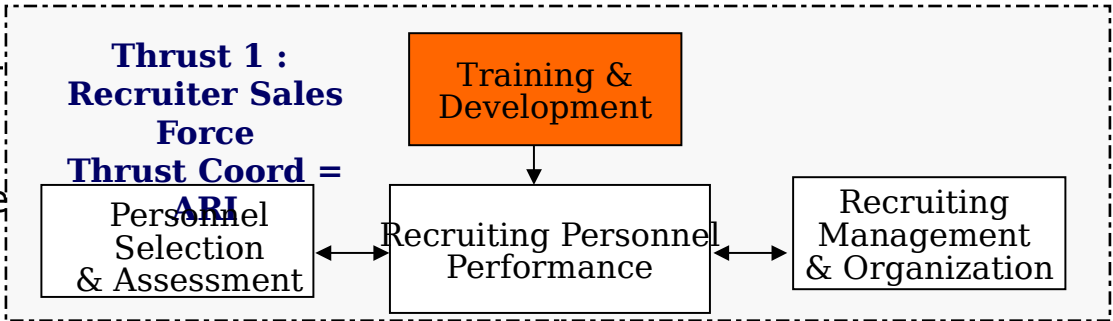
## CR Model Question

- What are the most essential content areas for recruiters to master?

## Relationship to USAREC Strategic Objectives

- Advance and expand recruiter support to continually increase recruiter effectiveness.

## Information Available? NO Funding Needs

## Best Way to Obtain Information

- Experimental Study; Field Study

## Who Best to Perform?
Short-term

- Academic or Private (W/in-Outside RRC)

## Success

## Priority   High

**Thrust 1 : Recruiter Sales Force Thrust Coord = ARI**

| Personnel Selection & Assessment | Training & Development |
|---|---|
| | Recruiting Personnel Performance |

Recruiting Management & Organization

## Timelines and

FY01-02;  $350K

## Funding Strategy

Level 1 - OMA/OMAR (CSAG)

## Possible Ms of

Criteria/guidelines for recruiter

## RRC Research Question

- How should USAREC evaluate the effectiveness of its marketing approaches?

## CR Model Research Question

- What's the most effective way to spend limited money on attracting applicants?

## Relationship to USAREC Strategic Objectives
- None directly.  These questions deal with efficiency and effectiveness of operations.

## Information Available?
- Unknown for USAREC; No reliable data available elsewhere.

## Best Way to Obtain Information
- Field study; Survey

Marketing

**Thrust 3 : Marketing Thrust Coord = CMO**

## Who Best to Perform?
- Existing RRC partners or new Academic partners

## Priority    Moderate --> High

## Funding Strategy

## Timelines and Funding Needs
- Fy02-03;   $500K

Level 2 FFRDC  Mid-term

## Possible Ms of Success
- Set of criteria to apply to recruiting budget requests.

# Gaps in the Models

- There are no firm conclusions about the impact of recruiters on applicants and potential recruits.
- The importance of informal sources to obtaining more qualified applicants and generating interest in the Army is not known.
- Customary strategies for attracting applicants may have detrimental effects on subsequent attempts to retain employees.
  - Extensive, intensive, ongoing involvement with potential recruits
  - Current and potential conflicts among Army organizations in supplying the Army's force needs
  - Greater need for collaboration and cooperation
- Organizations are looking more closely at nontraditional populations to fulfill workforce needs.
- "Re-invention Lab" concept exists in many organizations, but is not fully utilized.

# Recruiter Sales Force Personnel Selection & Assessment

## RRC Research Question

- What are the most important skills, a[...] and other personal characteristics for [...] success as a recruiter/station comma[...] and how can they be measured?



Thrust 1 : Recruiter Sales Force
Thrust Coord = ARI

Personnel Selection & Assessment ↔ Recruiting Personnel Performance ↔ Recruiting Management & Organization

Training & Development → Recruiting Personnel Performance

## CR Model Question

- Why and how do recruiters impact potential hires?

## Relationship to USAREC Strategic Objectives

- Advance and expand recruiter support to continually increase recruiter effectiveness.

## Information Available?

- Insufficient research to clearly address.

## Best Way to Obtain Information

- Experimental & Field studies; Survey

## Who Best to Perform?

- Existing RRC partners or new Academic partners

## Priority

## Needs

- High

## Possible Ms of Success

- Improved recruiting performance for all recruiters.
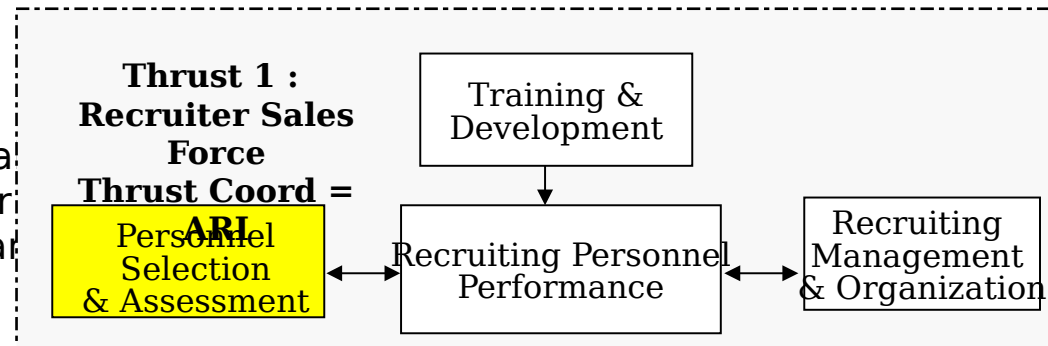
## Funding Strategy

Level 2 Mid term

## Timelines/Funding

FY02-03;  $500K

# IET Completion

**Thrust 5 : IET Completion**
**Thrust Coord =ARI**

IET Completion

## RRC Research Question

- Is the Recruit System matching individual abilities, motivations, and values with those of the Army to foster IET success (completion and performance)?

## CR Model Research Question

- How does a new employee's early job experience (I.e., IET) reinforce or undermine recruiter efforts/success?

## Relationship to USAREC Strategic Objectives

- None directly. These questions deal with USAREC's relationships with other Army organizations.

## Information Available?    Timelines/Finding Needs

- No reliable data available.  FY02-05;    $250K

## Best Way to Obtain Information Funding Strategy

- Experimental & Field studies; Surveys;                Level 3  Program 6   Long term
-  Organizational Interventions

## Who Best to Perform?    Possible Ms of Success

- USAREC and research partner    Better recruit performance; better retention

## Priority        High

# Broad Areas for Recruiting Research: Need for Army-relevant Research Questions

- Recruitment sources
- Impact of recruiters
- Person-Organization fit (includes expected pride from membership)
- Administrative procedures (includes AA, selection procedures, rewards for applicant referrals, etc.)
- Internet recruiting
- Institutional collaboration

# Recruitment Research Model



**Thrust 2 : Supply**
**TC = DCSPER**
**TA = RAND**

- Youth Supply, & Forecasting
- Characteristics, Influencers, Culture
- Non-traditional Populations

**Thrust 1 : Recruiter Sales Force**
**TC = USAREC**
**TA = ARI**

- Training & Development
- Personnel Selection & Assessment
- Recruiting Personnel Performance
- Recruiting Management & Organization

Policy Options

Policy Options

**Thrust 4 : Enlistment Process**
**TC = USAREC**
**TA = RAND/ARI**

- Recruiter Contact
- Enlistment Decision
- Recruit Processing
- Product Offerings
- QNE/DEP Loss
- DEP Management

Policy Options

**Thrust 5 : First Term**
**TC =DCSPER**
**TA = ARI**

- Reception
- IET Completion
- Retention

Policy Options

Policy Options

**Thrust 3 : Marketing**
**TC = ASA M&RA**
**TA = Leo Burnett**

- Marketing (AIC)
- Propensity

*Sep 2, 2016*